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Feeding America San Diego (FASD) Board Manual

Elisabeth Landa
University of San Diego

James Wright
University of San Diego

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Elisabeth Landa and James Wright

LEAD 510: Feeding America San Diego (FASD) Client Memo

Professor Liz Shear

April 3, 2013

DATE: April 3, 2013

TO: Feeding America San Diego (FASD) Board of Directors

FROM: University of San Diego Consulting Students: Elisabeth Landa and James Wright

CC: Professor Liz Shear, University of San Diego

RE: FASD Board Manual

Project Overview

The Feeding America San Diego (FASD) Board Manual was created to formalize the organization's bylaws, charters, and policies, as well as to ensure a more uniform and comprehensive orientation process for existing and new board members. A needs assessment was conducted with the FASD Executive Director, Director of Development, Board Chair, and the Board Governance Committee Chair to assess the current state of the governance documents and to establish the biggest governance needs of the organization. Based on this assessment, we believe that the Board requires updated and revised bylaws, revised and uniform charters, and a new board manual. By meeting this need, we believe FASD is now in excellent position to enhance Board productivity and generative thinking. Enclosed are these new documents for your review and consideration.

Methods

The consulting team employed the following methods to develop the Board Manual:

1. Extensive research on board policies, specifically food bank board manuals compared to existing best practices and models used by other nonprofits of a comparable size.
2. Review of California Corporation Codes for applicable laws in regards to organizational bylaws and charters.
3. Interviews with Executive Director, Director of Development, Board Chair, and Board

Governance Committee Chair to assess the Board need, and their beliefs on governance.

4. Presentation to Board Governance Committee on March 22, 2013 for feedback on updated governance documents and clarification on particular board processes.
5. Numerous calls with Board Governance Committee Chair to update on our progress and ensure that our final product meets the Board's needs.

Key Results

The FASD Board Manual was partially created with existing governance documents provided by the organization, and was influenced by the assessed need to have the manual reflect FASD culture. Through our research, we realized that FASD did not have certain governance pieces that are vital to a comprehensive board manual. Some of our key results included the creation of a new board member orientation checklist, charter matrixes, whistleblower protection policy, give and get policy, and a board self-assessment. Here is a detailed list of what existed and what was created:

Existing and Revised Materials:

- Bylaws, Charters, Governance Policies
- Board Roster
- FASD Mission, Vision, Initiatives, Staff Information, and Organization Chart
- Board Job Description with time commitment breakdown
- Diversity Statement

Materials Created:

- Comprehensive Board Manual
- New Board Member Welcome Letter
- Overview of what a Board Manual is
- Board Calendar
- FASD History
- Fiduciary Duties of the Board
- Lens of Governance
- Charter Matrixes
- Whistleblower Protection Policy
- Board Give and Get Policy

- Board Member Orientation Checklist
- Board Self-Assessment
- Board Resources

Recommendations

The consulting team makes the following recommendations to the FASD Board:

1. The Board should meet to discuss the new Board Manual, make amendments, and approve it for future use.
2. The Board should develop an orientation training for new board members based on the checklist provided, and use the Board Manual as the primary source for new board member introductions.
3. The Board should review their bylaws and this Board Manual at least annually, in order to update and refresh knowledge of governance materials.
4. The Board should create a more formal recruitment process for new board members.

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